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October 7, 1919.

Miss Ida M. Tarbell,
132 E. 19th St.,
New York, N.Y.

My dear Miss Tarbell:

I have your letter and certainly feel flattered to have you feel the way you do, but I am very glad indeed that you are included in the membership of those who are to represent the public at the President's Industrial Conference. I do not know whether much will come from this conference as I am not sure that it is properly made up. Of course you know I do not mean anything personal because I feel that you and a few others were very happy choices. I do not think, however, that labor is properly represented unless Mr. Hillman is there for the Amalgamated, as I understand he represents over 150 thousand workers, and unless the railway brotherhoods and other organizations of size, if there are any, also have their proportion of representation. It would also be proper if it were possible to have unorganized labor represented in some way, including clerical labor. On the other hand we feel that capital is too well represented and that it is altogether too well represented not only in its own group but in the group that is to represent the public.

On the other hand, management, as such, does not seem to be represented at all except incidentally in the person of one or two appointees. I should be perfectly willing to see labor have as many representatives as management capital, but management should have at least as many representatives as capital. Where the issues involved center so much around management, and especially around that important form of management which is developed in technique and philosophy, known as scientific management, it seems to me impossible to expect of a conference such as this a constructive result without adequate representation of such a factor.

As I have written Mr. Paul Feiss, the Taylor Society has just held a meeting which has been its first since the war. In the meantime its officers have been trying to get such representation but did not know anything definite, either about the plans or appointees to the conference until the last few days.

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The membership at large however, at this meeting addressed a telegram to the President calling attention to the fact that management was not represented and asking for representation. It might be a little late in coming but you can see from circumstances beyond its control it could not tell whether its efforts to get such appointments had borne fruit or whether management was going to be adequately represented until the last moment. The impression among a great many of the men of the Taylor Society was that this conference, as constituted, would not get very far, but that it would probably recommend the appointment of elected or possibly chosen (but definitely selected) members to represent all the important factors.

At any rate I wish to offer you my congratulations at being chosen and assure you that all my friends feel that your choice has been a fortunate one, as no one is in a better position than you to represent the public. I shall be glad in every way to assist you in the conference in arriving at a happy solution to our problem.

Mrs. Feiss joins me in very kindest regards and best wishes.

Cordially yours,

Richard A. Feiss

R/E

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